

**FACTORS AFFECTING MARKETING STRATEGIES ON PERFORMANCE OF
FOREIGN OWNED MANUFACTURING FIRMS IN KENYA: A CASE STUDY OF
ERDEMANN GYPSUM LIMITED.**

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**RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF LEADERSHIP AND
MANAGEMENT IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
THE AWARD OF THE DEGREE OF BACHELORS OF MANAGEMENT AND
LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA.**

JULY, 2017

DECLARATION

This research project is my original work and has not been presented in any other university or institution for academic credit.

Signature: **Date:**

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This research project has been submitted for examination with my approval as the appointed university supervisor.

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DEDICATION

To all those who made this work a success; my family and all those who selflessly supported this work.

ACKNOWLEDGEMENT

I wish to thank all the Management University of Africa (MUA) fraternity; I'm indebted to Immense Divinity for the gift of life and favour he has given me to complete my undergraduate studies and indeed through my research work. Secondly, to my supervisor Ms. Maureen Kangu her, input, academic support and assistance during this research study. My sincere goes to all my lecturers, special mention to for her continuous support. To all of you, I shall forever remain grateful.

ABSTRACT

The study purpose of the study was to establish the factors affecting marketing strategies on performance of foreign owned manufacturing firms in Kenya a case study of Erdemann Gypsum Limited. With specific objectives being to establish if equity based strategies affect marketing performance of Erdemann Gypsum Limited; to determine if financial performance affects marketing performance of Erdemann Gypsum Limited; to establish if non- equity based strategies affect marketing performance of Erdemann Gypsum Limited and to find out if organization characteristics affect marketing performance of Erdemann Gypsum Limited. The research design used was descriptive in nature. The sample population were 80 staff of Erdemann Gypsum Limited and the study used stratified proportion sampling technique. Data collection tool used were questionnaires and data was analysed using descriptive statistics. Specifically, means, averages and percentages were employed by the researcher. The data analysis tool is simple tabulations and presentations of the report using spread sheets. The research has establish that though manufacturing's multinational firm's uses more than on entry strategy to enter into foreign market. Erdemann Gypsum Limited uses franchising mode of international marketing strategy to venture into business. This case study proved that joint venture is a viable strategy of marketing; therefore, equity based strategy was a key factor to consider when doing a strategic marketing for foreign owned companies in Kenya. The statistical analysis indicates that Erdemann Gypsum limited has a clear understanding of rules that apply in the industry. Erdemann Gypsum Limited has international experience that can make her improve marketing performance and has a clear understanding of rules that apply in the industry. The study also recommends that management of Erdemann Gypsum Ltd should use more appropriate entry strategies when venturing in new markets and the investors should wholly use local owned subsidiaries mode of international marketing strategy to venture into business in foreign countries.

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ACRONYMS AND ABBREVIATIONS

FDI	:	Foreign Direct Investment
KIA	:	Kenya Investment Authority
KIPI	:	Kenya Industrial Property Institute
MNC	:	Multinational Corporation
MNE	:	Multinational Enterprise
RBV	:	Resource Based View
MBV	:	Market Based View
DVC	:	Dynamic Capacity based View
ROI	:	Return On Investment
SMEs	:	Small and Medium-sized Enterprises

OPERATIONAL DEFINITION OF TERMS

Return on Assets:	This is an indicator of organization profitability and its measured by adding total assets and net income (Terpstra & Sarathy, 2010).
Asset:	is an economic benefit that controls organization transtion (Cateora & Graham, 2011).
Return On Equity:	A measurement of the return on the owner's investment in the company (Agarwal & Ramaswami, 2012).
Equity :	is the outstanding intrest in the assets of an entity after all liabilities have been removed (Andersen & Gatignon, 2012).
Greenfield:	it referes to an area where there are unobstructured open opportunities for investment (Copley, 2009).
Net Operating Income :	The profit(loss) generated by a business that substracts all expenses from the sales (Crane, 2011).
Return On Investment :	A measurement of the amount of money that has been realized as a result of certain investment of resources (Chen & Chen, 2013).

CHAPTER 1

INTRODUCTION

1.0 Introduction

The study background that is to establish the factors affecting marketing strategies on performance of foreign owned manufacturing firms in Kenya a case study of Erdemann Gypsum Limited is covered in this chapter with inclusion of study objectives, study questions, scope, significance and the chapter summary.

1.1 Background of the study

There are several entry modes that face multinational organizations when they want to expand overseas. According to Ramaswami and Agarwal (2012) the common modes are sole and joint venture, exporting or importing and licensing all these levels involve different resource commitments that vary due to locations of productions and product produced. Tespstra and Sarathy (2010) have divided market entry mode in three categories that is foreign manufacturing, direct exporting and indirect importing, there are different forms market entry strategy are still available this are non-equity(don't involve ownership and include franchising and licensing) and equity (involves ownership of the market which involves subsidiaries and joint ventures) modes (Wilkinson & Nguyen, 2003).

Organization enter global market due to varying reasons for others it's all about increased profitability, global reputation , long term growth, economy of scale and intensity of competition, and maybe pressure from government rules and regulations. In an international environment is creativity and proper entry strategies that guaranties success and profitability of the firm, the best entry mode is decided by organizational expansion plans and strategy. Multinationals organizations operate in a world stage that is unpredictable in terms of legal aspects, political, social, technological and cultural aspect. In Kenya there are increased competitions among multinationals corporations due to the entry of new players every year. The government of Kenya has put in place conducive environment that allows organization to thrive such as cost cutting measures, allowing mergers and acquisition, innovation and technology enhancement among others (Mugure, 2010).

According to Kinuthia (2010) Kenya's foreign direct investment has risen due to liberalization of the economy that stated in 1990s; the foreign direct investment is mainly concentrated in the manufacturing center and it's characterized with its Greenfield nature.

Most important of the foreign direct investment is export oriented and market seeking which is mostly determined by marketplace scope and two-sided business agreements with other nations, party-political and financial unpredictability, lawbreaking and uncertainty, corruptions and licenses and permits delays (Andersen & Gatignon, 2012).

Organizational performance is measured either in quantitative or qualitative ways which purely depends on the organization itself, measurement of performance involves assessing the goals achieved within a given period of time the common measurement that is adopted nearly by all organizations is financial based performance measurement, the indicators used include turnovers and profit before tax (Hensiz, 2010).

1.1.1 Profile of Erdemann Gypsum Limited in Kenya

Erdemann Gypsum Limited factory is located in Mwingi and is the only local based Gypsum Boards manufacturer in Kenya. The head office is situated at the 6th Floor of Finance House along Loita Street while the depot or Godown is located at Mlolongo, Beijing road. Erdemann Gypsum Limited is a limited private company (formerly Seefar International Limited), who has diversified its operations in the last decade and has its main brands namely HADA Gypsum Boards , Gypsum Cornices, Gypsum Corners, Gypsum Medallion and Binding corners, Maridadi Gypsum Wall Plasters and Maridadi Gypsum Wall Filler. The vision of the company is to see a Kenyan where every family is in a position own or rent a decent house. The mission is to provide affordable and decent house for middle and low-income earners. The company value is integrity, accountability, teamwork, delivery and sharing (Erdemann Gypsum Limited, 2012).

1.2 Statement of the problem

The last twenty years both developed and developing countries has been profoundly been affected by globalization, the increasing business policies have been liberalized and this has modernized and transformed emerging economies and developing countries, the flow of foreign direct investment and trade flow (Javalgi, 2010). Developing countries plays a important role in global economics subsequently the privatization besides liberation strategies are properly established and this has appealed to overseas investments (Isobe, 2010). Developing countries are faced with instability but still they are the next frontiers for doing business. Janson (2007) describes the quick development of developing nation marketplaces

and combination in economy has created a strong demand that has pushed growing competition and this are dynamics for organization that wants or operates in this countries that want to expand their wings in foreign land.

There are so many scholars that still search for distinction gain that keep competition dynamic Albaum and Duerr (2008); Hoecklin (2009) contends that managing and understanding cultural differences always lead to innovations and sustainable sources of competitive advantage. Organizations that establish markets in developing countries understanding the external environment my not be consider as critical component, the major parameter is the profitability prospects of the emerging market (Thompson & Martin, 2005). According to Peter (2009) market entry in emerging economies means being exposed to unfamiliar environments, that are completely different from their home markets that might have advanced stages of business obstacles.

When organizations don't have the right information about unpredictable, unreliable overseas marketplace, they suffer from marketplace segmentation assessment process; however, being aware of the appeal of the targeted part of the marketplace is a prerequisite determination to venture in the overseas market. Otieno and Ndegwa (2008) researched on market entrance approaches for provisional their emphasis was based on purposes to venture into emerging economies, factors that influencing entry strategy decision and challenges that face organizations entering developing markets. Their conclusion was that the most significance reason to venture in emerging markets was the growth potential, the best strategy being joint venture and legal framework is the most influencing entry decision. There are scanty information or studies carried out in a Kenyan context on the marketing strategies used by foreign owned manufacturing firms, this is the gap was the motivation behind this study.

1.3 Objectives of the study

The study purpose of the study was to establish the factors affecting marketing strategies on performance of foreign owned manufacturing firms in Kenya with reference to Erdemann Gypsum Limited as study case.

1.3.1 Specific objectives

- i. To establish how equity based strategies affect marketing performance of Erdemann Gypsum Limited.
- ii. To determine how financial performance affects marketing performance of Erdemann Gypsum Limited
- iii. To establish how non- equity based strategies affect marketing performance of Erdemann Gypsum Limited
- iv. To find out how organization characteristics affect marketing performance of Erdemann Gypsum Limited

1.4 Research Questions

- i. Do equity based strategies affects marketing performance of Erdemann Gypsum Limited.
- ii. To what extent does financial performance affects marketing performance of Erdemann Gypsum Limited
- iii. To what extent do non- equity based strategies affects marketing performance of Erdemann Gypsum Limited
- iv. Do organization characteristics affect marketing performance of Erdemann Gypsum Limited?

1.5 Significance of the study

The Management of Erdemann Gypsum Limited use the study as a pointer. To what choice of strategy they need in case of expansion to new areas as factor that influences growth of an organization, the results will benefit management in selecting optimal strategies that will help the organization is remaining a float in the business. The results will provide information to organization that wants to venture overseas.

This study finding will make special contribution to the existing knowledge, address and provide the background information to research organizations, individual researchers and scholars who will contribute to the future development of this area of research particularly in African developing countries. Therefore, it is hoped this study was of significant value to practitioners and also scholars, be of much importance to students, other researchers and research institution who will find the usefulness of this study.

The findings are significant to the government and the policy makers as it will enable the government to understand and appreciate the importance of performance of foreign owned manufacturing organizations in Kenya and also help those policy makers be able to develop and implement regulations and policies that will favour and attract foreign investors in Kenya.

1.6 Scope of the study

The research was narrowed to Erdemann Gypsum Limited, whose factory is located in Mwingi, head office is situated at the 6th Floor of Finance House along Loita Street and Godown located in Mlolongo. The researcher believes that this would give enough ground to generalize the findings. The researcher also believes that this would provide adequate population and sample for the study and therefore give reliable results and findings. However, the study was carried out during the month of March 2017 to May 2017.

1.7 Chapter Summary

This chapter is the principle guide upon which literature was reviewed, it discusses the equity based strategies, financial performance, non- equity based strategies and organization characteristics affect marketing performance of Erdemann Gypsum Limited, The chapter has discussed the study background, problem statement highlighted study background, problem statement and it also highlighted study objectives, research questions and the importance. This chapter has laid out the basis in which the research was carried upon, with the scope covering Erdemann Gypsum Limited of due to limitations on the researcher resources.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

The chapter the study has reviewed literature works other researchers who have studied in the same field; it helps determine new approaches and stimulates new ideas. The chapter covers; theories related to the study, the chapter further presents empirical literature and gaps to be filled, summary and the conceptual framework of the study.

2.1. Theoretical literature review

2.1.1 Resource based view of the firm

This theory is commonly used in research in strategic management, it provides a general theory the growth of the organization, and it looks inwardly towards the available of the resources for the firm (Mahoney & Pandian, 2012). The RBV establishes the prevailing clarification of methodical interfirm presentation alterations in a given period of time over, the theory assembles well it comes to international strategy it explains the variances in organization success that is associated with industrial conditions and it's upon this basis the study adopted in the model framework for development purpose and it does not assume the decision making that is rational, but rather it incorporates both unforced and thoughtful decision making.

2.1.2 Dynamic capability theory

Teece, Pisano and Shuen (2007) dynamic capability based enlightens how permutations of proficiencies and possessions can be developed, protected and deployed. The theory emphasises on the development of executive competences and tough to reproduce amalgamations of organisation, technological and practical assistances. Dynamic capabilities involves the adoption since its integrate, build and competences.

Teece, Pisano and Shuen (2007) explains dynamic capabilities as organization capability to reconfigure internal and external competences, build and integrate to report the rapid shifting environment that is exclusive and characteristic process that emerges from the strategic decision. The study adopted this theory because the research needed to establish that organizational specific strategic process of product development that creates value for organization within the market dynamics.

2.1.3 New trade theory

The theory explains the experiential fundamentals of trade that comparative advantage based models. The theory is based on expectations such as increasing returns to scale and anticompetitive competition the result are expected in the market place, its consequence that asserts if an organization is likely to cluster in a given venue due to returns to scale and if the firm suffers the rising cost of transport, the location of the organization is where there is ready market that will minimize cost. However this theory is used for explaining the growth trends in business of transitional merchandises it too much be contingent with assumption that all organizations are proportioned. Therefore new trade theories are based on assumptions that are why the theory is adopted for this study.

2.2. Empirical literature review

Rao and Erramilli (1993) grouped the market entry modes in two fronts one is wholly owned operations and shared control mode. Kim and Hwang (2012) placed it on joint ventures, licensing and fully owned subsidiaries with three distinct levels of control and require different stages of capitals obligation.

There are several market entry strategy available for organization in the international front, firms can use equity mode which include the degree of ownership of the market, either fully owned or joint ventures while non-equity that's includes exporting (Wilkinson & Nguyen, 2003). There are four ways that an organization can expand internationally that is through exporting, licensing, franchising and strategic alliance. Cateora and Graham (2008) they describe six strategies that are basic for entering a new market they include wholly owned subsidiaries, partially owned subsidiaries, export or import, franchising and licensing, joint venture and consortia. Also study by Wilkinson and Nguyen (2003) assert that non-equity modes of market entry strategy don't involve ownership that includes exporting.

Karkkainen (2005) describe the different international entry modes have separate characteristics that is the fraction of proprietorship that organization aspiration in non-exporting strategies and the location of manufacturing facilities. The firms can transfer technology, personnel skills, investment and business in overseas. For Cavusgil and Osland (2006) the entry strategies are contractual agreements, exports, greenfield, acquisitions that are fully owned, joint ventures while none equity strategies that include export and contractual agreements enables limited organizational learning. Development in overseas

markets can be realised through direct investment, joint venture, exporting, franchising and licensing (Kim & Hwang, 2012).

2.2.1 Equity Based Strategies

Foreign direct investment is achievable when acquisition is done on an existing business it's a form direct ownership which involves transfer technology, personnel skills, investment and business in overseas. The direct ownership provides a control of operations and also provides an avenue to know customers and the reasonable atmosphere though it demands a lot of finances and commitments (Roots, 2004). Acquisition is referred to as commercial move in which a firm buys a part or the entire targeted venture which is always part of firms expansion plan (Caves, 2013). Greenfield is a form of FDI where the parent organization goes to an overseas country and starts a new business that is built from the scratch; they also create new jobs that involves the locals. It has the following advantage of avoiding overpayment risk in a venture, normally feasible, eludes problems of incorporation and they remain in complete governor and it also have disadvantages such as high risk, high commitment and slower start up that requires knowledge of foreign management (Agarwal & Ramaswami, 2012).

2.2.2 Financial performance

Financial enactment is an act of performing financial activity, it also refer to degree to which financial objectives are being accomplished. It is the process of measuring the organization operation and policies in monetary terms over a given period of time and can also be used to compare similar organizations across the same industry (Crane, 2011). Financial analyst uses ratios expressed as percentages, fractions or proportion of numbers; accounting ratios are used to describe significant relationships which exist between figures as indicated in the balance sheet, in profit and loss account in part of the organization. Ratio analysis plays an important in determining the financial weakness and strengths of the organization relative to that of other organizations in the same sector; it also reveals organization financial position trends whether positive or negative. Ratios are classified into the following categories active ratios, liquidity ratio, capital structure and profitability ratios (Meyer, Estrin, Bhaumik & Peng, 2009).

According to Mugendi (2010) a well implemented and designed financial management contributes positively to the creation of organization value. The dilemma in financial

management is to achieve desired tradeoff between profitability, solvency and profitability. High financial performance reflects management efficiency and effectiveness in putting organization resources better use and it returns its contributes to organization growth. Financial performance is measured through return on sales, return on assets and return on equity; the success of any organization is evaluated based on financial measures (Tangen, 2003). Liquidity is the ability of any organization to meet its financial obligations, it can be analyzed both structurally (measured on relationship between assets and liabilities) and operationally while solvency measures the amount of borrowed capital used by the business relative the amount of owners' equity capital is invested in the organization, solvency provides an indication that organization ability to repay all its debts and withstand risk (Harrington & Wilson, 2009).

Profitability measures how organization generates profits from factors of production; capital, labour and management and four useful measures of profitability that is return on assets, operating profit margin, net income and return on equity. Repayments capacity measures the ability for the organization to repay debts from non-operation and operations income; it evaluates the capabilities of organisation to service its debts or to invest additional capital after meeting all cash commitments. The repayments measures are developed around an accrual net income figure (Hansen & Mowen, 2005). Financial performance measures shows how organization's strategy, execution and implementation contributes to organization improvement, this improvements help in the operations that take care of finances.

2.2.3 Non- Equity Based Strategies

Non-equity based strategies involves licensing (provision of manufacturing, processing, trademark, names and patents) and technology transfer. According to Ferreira and Ferreira (2008) licensing and franchises are the most important contractual agreements. Technology plays an important role in organizations. Technology variations is an significant that affect cost variations that encourage technology sharing through, that has the following advantages low initial investment, access to knowledge, avoidance of trade barriers and possibility to respond to customers' needs and the disadvantage there is no control over operations and have challenges in knowledge transfer, requires ability of creating the competitor. Licensing is the most appropriate way an organization can organized information of resilient assets privileges besides host nation position benefit (Albaum & Duerr, 2008).

As cited in Rasheed (2005) when exports are locally located there are controlled administrative, it is easier to meet overseas market requirements and has less effects on firms operations. A study by Rasheed (2005) established that organization will have higher growth in revenue if the use exporting as non-equity based foreign market entry mode in venturing in local markets. Kotler and Keller (2010) classified exports into direct and indirect exporting. Huei-Ting and Eisingerich (2010) explains that organization engage internationally into two types of local importer or exporter (relates to emerging markets) and global importer or exporter. Exports have advantages since macro-economic vintage point build national economies and also create jobs, the others include low risk returns, require low investment and have a lower risk alternative; and allows an organization to have competitive advantage, same organization are able to have control over production (Agarwal & Ramaswami, 2012).

On a negative perspective exporting provides organization with operational control that doesn't provide marketing controls that may be important for a market seeking organization. Studies have shown that exports have negative effects on financial performance that is caused by tariffs, quotas and transport costs. Exporting is good choice of entry strategy where an overseas country has fewer barriers for production.

2.2.4 Organization Characteristics

Organization characteristics of organizations are compared between small firms and large firms and entry mode is determined by available capitals in particular organization. Large organization have a greater level of commercial and executive capitals for investments in the overseas market, the views are in favored by transactional cost reasoning that explains the entry policies that are controlled with proper allocation of resources (Tellis & Johanson, 2008).

Each organization has its own uniqueness resources that they poses these resources include brand name, corporate culture, technology capabilities, customer loyalty, machinery, market orientation, intellectual assets among others (Sharma & Erramilli, 2004). Resource valued is describes in terms of organization involvement to its economic benefit, the greater the contribution the greater the value. Organizations enter in foreign markets based on the existing resources that will enable them to compete in the market; it's generally easy and cost effective to transfer to foreign market than to establish new ones. According to Malhotra (2003) the organization that has more tacit value has greater probability of becoming fully controlled foreign direct investment.

Culture determines the customer's behaviour in the market place, implementation and execution of management and promotion approaches that has a direct impact in the mode of entry. Cultural differences is a major factor the determine a entry choice in any organization. When organization invest in foreign market they face both national and corporate culture, this can affect how the firms operation in an international market. These cultural differences may influence decision making that determines the organization choice of entry modes (Yung, 2006). In order to reduce culture risk, the investors are poised to use joint venture and Greenfield.

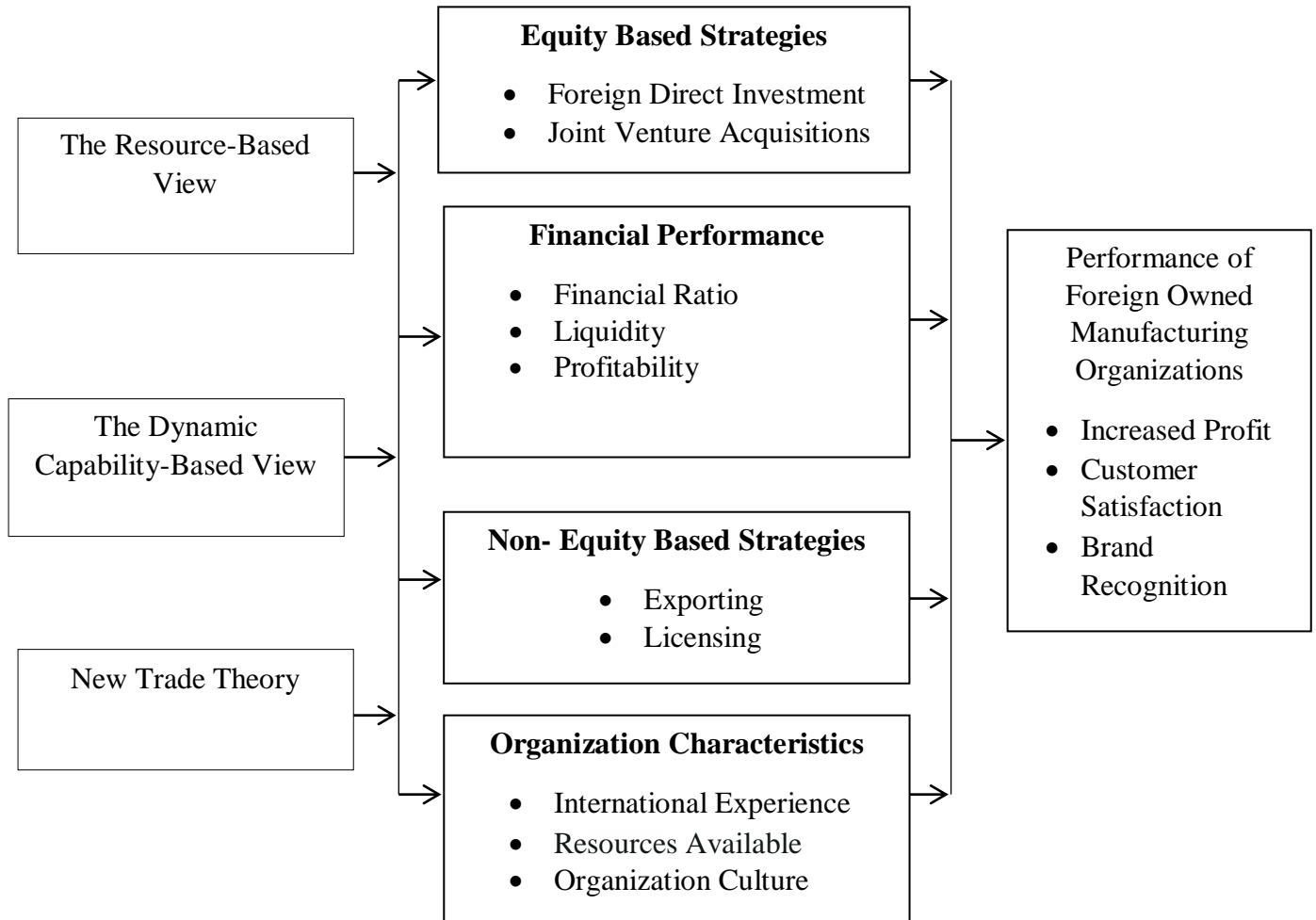
2.3 Summary and Research Gaps

There are various strategies for marketplace entries for organization in the international front, firms can use equity mode which include the degree of ownership of the market, either fully owned or joint ventures while non-equity that's includes exporting (Wilkinson & Nguyen, 2003). There are four ways that an organization can expand internationally that is through exporting, licensing, franchising and strategic alliance. Cateora and Graham (2008) they describe six strategies that are basic for entering a new market they include wholly owned subsidiaries, partially owned subsidiaries, export or import, franchising and licensing, joint venture and consortia. Financial performance measures shows how organization's strategy, execution and implementation contributes to organization improvement, this improvements help in the operations that take care of finances. When organization invest in foreign market they face both national and corporate culture, this can affect how the firms operation in an international market. These cultural differences may influence decision making that determines the organization choice of entry modes (Yung, 2006).

Otieno and Ndegwa (2008) researched on market entrance approaches for provisional their emphasis was based on purposes to venture into emerging economies, factors that influencing entry strategy decision and challenges that face organizations entering developing markets. Their conclusion was that the most significance reason to venture in emerging markets was the growth potential, the best strategy being joint venture and legal framework is the most influencing entry decision. There are scanty information or studies carried out in a Kenyan context on the marketing strategies used by foreign owned manufacturing firms, this is the gap was the motivation behind this study.

2.4 Conceptual Framework

Figure 2.1: Diagram showing conceptual framework



2.6 Chapter Summary

The chapter has discussed both theoretical and empirical literature on marketing strategies on performance. Literature review aims to maximize the accuracy of determining that there is need to thoroughly and critically select the most appropriate past activities. The study has selected the literature that fall within the objectives of the study. This literature review sets out to explore and critically analyse the concept marketing strategies in relation to performance. It is aimed at providing a theoretical and conceptual basing from which a methodology for research is developed, an analytical framework chosen, relevant data collected and consequent analyses carried out towards drawing conclusions on factors affecting marketing strategies on performance of foreign owned manufacturing organizations in Kenya a case of Erdemann Gypsum Limited.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

Research methodology offers an explanation into what type of research this study is all about. It also defines the population of the study and the specific sampling techniques to be used, data analysis and collection methods. The chapter also includes design, pilot study, validity, reliability and ethical consideration.

3.1 Research Design

A general layout that the researcher uses to respond to research questions is referred to as research design. Orodho (2005) defines research design as general layout that is used to answer research questions. This study dilemma was carried out through descriptive research designs. Cooper and Schindler (2008) describe descriptive design as process of finding out, what, where and how an incident occurred. Descriptive research design is appropriate for studies that have specific issues where problems have been defined (Mugenda and Mugenda, 2003). The issues in the study being the factors affecting marketing strategies on performance of foreign owned manufacturing organizations in Kenya a case of Erdemann Gypsum Limited, are geared to address the essential why, who, when, what, and how questions in the research. The study seeks to describe a situation through the study of variable relationships. The study describes and defines the subject matter by profiling issues under study (Cooper & Schindler, 2008). It also helped the researcher to critically analyse the problem in question with a view of drawing more detailed and specific information about the subject that can be useful to the management. Most often than not, it is used as a precursor to more statistical research provides valuable pointers as to which variables are test worthy quantitatively.

3.2 Target Population

Borg and Grall (2009) described target population as common set of study units that the research study uses to simplify outcomes. Target populations are units that have observable characteristics that the study uses to generalize the finding. The research study targets were 160 staff at Erdemann Gypsum Limited.

Table 3.1: Table showing research study population

Category	Target Population	%
Senior level management	15	9
Middle level management	50	31
Ordinary staff	95	60
Total	160	100

3.3 Sample and Sampling Design

A sample is defined as subject of population that has been selected to reflect or represent characteristics of a population (Kothari, 2004). Stratified proportion sampling was employed to obtain a suitable unit representative of analysis. This is because of the heterogeneity of the population and respondents all had equal opportunity of participation. Kothari (2004) argues that a stratified proportional sample increases a samples statistical efficiency and provides adequate data for analysing the various populations. This method is cost effective, fast track data collection, and access to the unit of analysis and elements research.

According to Kombo and Tromp (2009) 10% and 20% sample size of the target population chosen through stratified sampling. Thus, 10% of the accessible population is enough for the sample size. In this context, the researcher used the minimum which is 10% because of limited resources. Kothari (2004) observed that sample drawn randomly is unbiased in a way that no number of populations has any chance of being selected more than the other. The study used stratified sampling technique which involved dividing the target population of 160 staff members into strata. This method was appropriate since it gave all the respondents from each of the four strata, equal chance to participate. Participants were stratified into the following categories; Senior level management, and Ordinary staff. In this context, the researcher used the minimum which is 10% because of limited resources. The sample size is tabulated as follows:

Hence a sample size determined in each stratum was achieved as follows:

Table 3.1: Table showing research sample size

Type of trade	Target Population	Sample size	Percentage
Senior level management	15	7	9
Middle level management	50	25	31
Ordinary staff	95	48	60
Total	160	80	100

3.4 Data collections methods

The researcher used questionnaires to collect primary data. A questionnaire is an instrument of research that contains questions on the variables of the study. This way it was easier to identify the level by which the respondent Agreed or Disagreed (Kothari, 2004).

Secondary data was collected from other already existing sources and previous research. This was through reading relevant literature available in the library, various documents, publications and reports including, journals, and magazines.

3.5 Data collection instruments

A questionnaire is an instrument of research that contains questions on the variables of the study. The researcher used questionnaires which are more efficient and economical tool for descriptive and preventive research for the sample size that is chosen. This way it was easier to identify the level by which the respondent Agreed or Disagreed (Kothari, 2004).

The questionnaires were self-administered by the researcher by hand delivering it to the organization under study and collected after a few days. The advantage is that the researcher personally introduced the study to the respondents and clarified any doubts or questions that arose.

3.6 Pilot Study

A pilot test involving 10 respondents that from senior level management, middle level management and non-management staff respectively in a ratio of 1:3:6 was carried out to evaluate the completeness, precision, accuracy and clarity of the questions to the respondents.

The respondents were randomly selected from each stratum of the study organization and will not participate on the final research. This is to ensure the reliability of data collection instruments used. An introduction letter was attached to the questionnaire describing the study purpose. The questionnaires are administered to the respondents with the aim of exposing deficiency and improving the research process. At the same time it reveals deficiencies in the design of a proposed experiment or procedure which require finances, time and resources experiment or procedure which require correction before time, money and other resources are committed to the effort. Based on the pilot test, the researcher can revise the format and content of the questionnaire to ensure its validity.

3.6.1 Validity

The researcher used both content and faces visibility to ascertain legitimacy of the questionnaire. Validity is described as correctness and capacity of interpretations founded on the study results. The research conducted the pilot study to validate the study questionnaire. Content validity draws an extrapolation from assessment scores to large domain of similar to those on the test. Content validity draws an inference from test scores to a big area of items similar to those on the test. Gillham (2008) explains that understanding and expertise covered by the test items that represent a larger area of same dynamic. The researcher asked two professors with expertise in marketing to evaluate the questions in the questionnaire for content validity using the Table 3.3: Showing Determining Content Validity of a Questionnaire and make changes as necessary.

Table 3.3: Table Determining Content Validity of a Questionnaire

Directions: For each question listed, put a check mark in the appropriate box for each of the three options indicated. Please make comments on how to improve the question.

Question 1:

Question as Stated		Clearly Stated		Responses Options	
Appropriate for chosen topic	Inappropriate for chosen topic	Yes	No	Adequate number and/or type of response options	Inadequate number and/or type of response options

3.6.2 Reliability

According to (Owuor, 2004) a reliability test of research instruments is one that consistently produces the expected results. Kothari (2004) points out that instrument reliability refer to the level of internal consistency or the stability of the measuring devices. According to Ronald & Susan (2016), a questionnaire has the same expectation-that is reliably does what it is designed to do every time is used. If the questionnaire is consistent over time and yields similar results each time it is used, it is reliable. They say that because of economy in time and labour, the procedure for extracting an estimate of reliability should be obtained from the administration of a single test. The researcher administered the questionnaire to 10 respondents from the target population randomly. The researchers waited 2 weeks and then repeat the questionnaire to the same respondents. Table 3.4: Table Showing Determining Test-Retest Reliability for a Questionnaire to be used by the researcher to compare the results of both questionnaires for each of the 10 respondents. After this, the researcher revised problematic questions to produce more consistency if inconsistencies exist.

Table 3.4: Table Showing Determining Test-Retest Reliability for a Questionnaire

Question Number	Were the Responses similar between the first and second administration? yes or no	Were the Responses different between the first and second administration? yes or no	Comments about similarities/difference for each question
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3.7 Data analysis and presentations

Descriptive statistics was used for data analysis. Specifically, means, averages and percentages were used in the study. The data analysis tools were simple tabulations and presentations of the report using spread sheets. The data was presented using tables, charts and graphs. Quantitative and qualitative methods were both used for data analysis; Data was first coded then organized into concepts from which generalization was made of entire population. Inferential statistics was used in drawing conclusions. Data in part A of the questionnaire was analysed using frequency distributions and percentages to determine the profile of respondents. Data in part B was also analysed using frequency distribution and percentages to main issues under the study.

Data was then be tabulated and frequencies calculated on each variable under study and interpretations made from the field findings. Percentages will then calculate and interpretation made.

3.8 Ethical Considerations

The researchers undertake various steps to ensure that the study adheres to research ethical standards. Research introduction letter was obtained from the participating institutions, Management University of Africa and Erdemann Gypsum Limited

3.8.1 Informed Consent

Borrowing from Oliver (2004) the researcher ensured that through the principle of informed consent, complex as it is, and the respondents avoided of hang-ups that come with lack of clear expectations of the research. As Oliver points out, some respondents may be impressed by the status of the researcher, or even by the word research has used and may Agree to participate without having a good idea of what the research is all about.

3.8.2 Voluntary Participation:

The researcher sought consent from the management of the Erdemann Gypsum Limited before administering the questionnaires. Participants were asked to verbally consent to participate in the research, for which they is free to participate or not to.

3.8.3 Privacy

The potential respondents were not be identified by name. Confidentiality of respondents is treated as a matter of priority. Further, the researcher used two methods in engaging these respondents before agreeing to answer the questions of this study.

3.8.4 Confidentiality

The researcher explained to the respondents that the data being gathered in this study is treated in confidence and that the findings are meant for a project at the Management University of Africa. The respondents were explained to that the data was coded and no one, whatsoever, related the data to the respondents for both external and internal audiences of the project.

3.8.5 Anonymity

The researcher accorded the respondents their due respect while at the same time ensuring that they answer the questions to the expectations of the study, interjecting questions, intelligibly. The researcher picked respondents without any discrimination. This helped the researcher to receive truly anonymized respondents even to the researcher herself. This was achieved through self-administered questionnaires with an anonymous method of return.

3.9 Chapter Summary

The chapter outlines methodology adopted in the study it offers and explanation into what type of research this study is all about. It also defines the population of the study and the specific sampling techniques to be used, data analysis and collection methods, study design, pilot study, validity, reliability and ethical consideration.

CHAPTER 4

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents the analysis of the data obtained from participants in the research project, the data analysis and findings aims to provide an understanding the factors affecting marketing strategies on performance of foreign owned manufacturing firms in Kenya a case study of Erdemann Gypsum Limited.

4.1 Presentations of Research Findings

4.1.1 Response rate

The researcher circulated questionnaires to 80 respondents which were computed as shown in chapter three section four 3 and 4; sampling design and sampling technique. A response rate of 95% was achieved which was favourable for the study. The study achieved 95% response rate. If a study achieved a 50% response that is acceptable for the study, 60% is good awhile any response above 70% is perfect. The analysis are based on a response rate of 92% (**n=76**).

Table 4.1: Table showing response rate

Category	N	%
Successful	76	95
Unsuccessful	4	5
Total	80	100

4.1.2 Demographic information Of the respondents

Table 4.2: Table showing socio demographic characteristics of respondents

Variable	Variance	F	%
Gender	Male	42	57%
	Female	32	43%
	Total	74	100
Age Bracket	18 years - 23 years	9	12%
	24 years - 29 years	30	39%
	30 years - 35 years	2	3%
	36 years - 41 years	17	22%
	above 42 years	18	24%
	TOTAL	76	100
Education Level			
	Primary	4	5%
	Secondary	24	32%
	College/University Diploma	32	43%
	Undergraduate	15	20%
	Post graduate	0	0%
	PhD	0	0%
	TOTAL	75	100
Respondents Position	Any Others	46	61
	Middle-Level Management	23	30
	Top Level Management	7	9
	TOTAL	76	100

The socio-demographic characteristic of respondent of Erdemann Gypsum Limited was dominated by males 57% against females who are 43%. The views concerning the factors

affecting marketing strategies on performance of foreign owned organizations in Kenya with reference to Erdemann Gypsum Limited were represented by all gender, and no single opinion could be attributed to a particular gender. Majority Of the respondents Erdemann Gypsum Limited was dominated by age group 24 years - 29 years who constituted 39%,24% was aged above 42 years, 22% was aged 36 years - 41 years ,12% was aged between 18 years - 23 years, and 3% was aged between 30 years - 35 years. The respondents who had primary level of education was 5%, respondents who had secondary level of education was 32%, while respondents who had college level of education was 43%, respondents who had graduate level of education was 20%, while post graduate level of education was 0%, and doctorate level of education was 0%. The respondents who held position in top level management was 9%, respondents who held position in middle level management was 30%, while respondents who were in any others was 61%.

4.1.3 Main Issues under the Study

Table 4.3: Table showing Effects of Equity based strategy

	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree	
	n	%	n	%	n	%	n	%	n	%
My organization used Franchising mode of international marketing strategy to venture into business	27	36%	22	30%	9	12%	11	15%	5	7%
My organization used Joint Venture mode of international marketing strategy to venture into business.	1	1%	45	60%	16	21%	12	16%	1	1%
My organization used direct investment mode of international marketing strategy to venture into business	14	19%	24	32%	29	39%	7	9%	1	1%

The research finding established that equity based strategy used in their organizations. Results on table 4.3 indicate that 36% of the respondents strongly agreed, 30% agreed while 12% remained undecided, 15% disagreed and 7% strongly disagreed that their organization used franchising mode of international marketing strategy to venture into business. While 1%

Strongly Agreed, 60% Agreed, 21% were undecided, 16% disagreed and 1% strongly disagreed that their organization used joint venture mode of international marketing strategy to venture into business. Finally, 19% strongly agreed, 32% agreed, 39% were undecided, 9% disagreed and 1% strongly disagreed that their organization used direct investment mode of international marketing strategy to venture into business. The findings also implied that Erdemann Gypsum Limited did used more than on entry strategy to venture in the market.

Table 4.4: Table Showing Financial performance affects marketing performance

	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree	
	F	%	F	%	F	%	F	%	F	%
Financial performance affects marketing performance	9	12%	20	27%	21	28%	20	27%	5	7%
Financial ratio affects marketing performance	6	8%	32	43%	29	39%	5	7%	3	4%
Liquidity affects marketing performance	13	17%	39	52%	12	16%	6	8%	5	7%
Profitability affects marketing performance	11	15%	32	43%	18	24%	10	14%	3	4%

Table 4.4 shows the result findings if financial performance affects marketing performance. 12% strongly agreed, 27% agreed, 28% were undecided, 27% disagreed and 7% strongly disagreed that financial performance affected marketing performance. 8% strongly agreed, 43% agreed, 39% were undecided, 7% disagreed and 4% strongly disagreed that financial ratio affected marketing performance. While 17% strongly agreed, 52% agreed, 16% were undecided, 8% disagreed and 7% strongly disagreed that liquidity affected marketing performance. Finally 15% strongly agreed, 43% agreed, 24% were undecided, 14% disagreed and 4% strongly disagreed that profitability affected marketing performance.

Table 4.5: Table Showing Effects of Non-Equity based strategy

	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree	
	n	%	n	%	n	%	n	%	n	%
My organization uses exporting mode of international marketing strategy to venture into business	20	27%	25	33%	12	16%	12	16%	6	8%
My organization uses licensing mode of international marketing strategy to venture into business	5	7%	40	53%	23	30%	7	9%	1	1%
My organization uses wholly owned subsidiaries mode of international marketing strategy to venture into business	12	16%	33	43%	20	26%	6	8%	5	7%

The perception of respondents on non-equity based strategy was sought on various statements asked on if the organization in study case used exporting mode of international marketing strategy to venture into business 27% strongly agreed, 33% agreed, 16% were undecided, 16% disagreed and 8% strongly disagreed. The second statement asked was if organization in study case used licensing mode of international marketing strategy to venture into business, 7% of the respondents strongly agreed, 53% agreed, 30% were undecided, 9% disagreed and 1% strongly disagreed. The third statement was if organization in study case used wholly owned subsidiaries mode of international marketing strategy to venture into business, 16% strongly agreed, 43% agreed, 26% were undecided, 8% disagreed and 7% strongly disagreed as shown in table 4.5.

Table 4.6: Table showing organizational characteristics

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	n	%	n	%	n	%	n	%	n	%
My organization has international experience hence improved marketing performance	16	21%	20	27%	13	17%	21	28%	5	7%
My organization has resources available hence improved marketing performance	5	7%	32	42%	25	33%	13	17%	1	1%
My organization used wholly owned subsidiaries mode of international marketing strategy to venture into business	10	13%	33	43%	17	22%	12	16%	4	5%
My organizational culture supports international business	11	14%	13	17%	20	26%	21	28%	11	14%
My organization has a proper understanding of the rules that our firm operates in	3	4%	29	38%	26	34%	15	20%	3	4%
Organization in study case has sufficient recognition on change trends and establishment plans for quick response	13	17%	28	37%	26	34%	5	7%	4	0%

The perception of respondents on organizational characteristics was sought on various statements asked such as if the organization in study case has international experience hence improved marketing performance 16% strongly agreed, 27% agreed, 17% remained undecided, 28% disagreed and 7% strongly disagreed. Second statement asked if the organization in study case has resources available hence improved marketing performance 7% of the respondents strongly agreed, 42% agreed, 33% were undecided, 17% disagreed and 1% strongly disagreed. Third statement asked if the organization in study case organization used wholly owned subsidiaries mode of international marketing strategy to venture into business 13% strongly agreed, 43% agreed while 22% were undecided, 16% disagreed and 5% strongly disagreed. Fourth statement asked if the organization in study case organizational

culture supports international business 14% strongly agreed, 17% agreed, 26% remained undecided, 28% disagreed and 14% strongly disagreed. Fifth statement asked if the organization in study case has deep understanding in the operational rule in our industry 4% strongly agreed, 38% agreed while 34% were undecided, 20% disagreed and 4% strongly disagreed. The final statement asked if the organization in study case has sufficient recognition on change trends and establishment plans for quick response 17% strongly agreed, 37% agreed, 34% remain undecided, 7% disagreed and 5% strongly disagreed as show in table 4.6.

4.2 Limitations of Study

4.2.1 Confidentiality

The researcher was suspected of collecting information and leaking it to unauthorized persons, by the respondents. However, the researcher used the letter of introduction from Management University of Africa that inform the respondents information collected for purely academic and was to be treated with confidential.

4.2.2 Lack of Cooperation

The researcher encountered poor cooperation from respondents initially but after explaining to them the purpose of the study and showing them the letter of introduction, they accepted to volunteer information. However, the study had some limitations such as it was not possible to control the attitude of the respondents during data collection. The researcher however explained the reason for conducting the study to the respondents so as to get valid data. The study took into account that time and financial constraints. The respondents were not willing to disclose information concerning the status of their work. Also, due to the busy nature of work in their occupation respondents were not available when required, thus delaying the data collection procedure.

4.3 Chapter Summary

The researcher distributed questionnaires to 80 respondents and a response rate of 95% the results are based on a response rate of 95% (n=76). The study failed to control the demographic data of the respondents. Data has been presented by use of tables, pie charts and graphs. Data has been analysed using descriptive statistics. This research report attempted to report the results of an exploratory study and data analysis and findings aimed to provide an understanding the factors affecting marketing strategies on performance of foreign owned manufacturing organizations in Kenya. The findings were therefore influenced by both males

and females. The analysis in general has shown that results indicated that manufacturing business used various international market strategies to venture into business.

CHAPTER FIVE

SUMMARY, RECOMMENDATION AND CONCLUSION

5.0 Introduction

Research summary findings, recommendations and conclusion of the research study are outlined in this section in relation to study variables. Conclusion is made based on the study findings with reference to the factors affecting marketing strategies on performance of foreign owned manufacturing firms in Kenya a case study Erdemann Gypsum Limited.

5.1 Summary of Findings

Out of the questionnaires distributed to 80 respondents, a response rate of 95% was achieved which was favourable for the study. Among the stated sample, no single questionnaire was rejected due to controversial data. Data collected by the questionnaires is purely ordinal data, hence only frequencies and percentages were calculated. From the study, social-demographic characteristic of respondents of Erdemann Gypsum Limited was dominated by males 57% against females who are 43%. The views concerning the factors affecting marketing strategies on performance of foreign owned organizations in Kenya with reference to Erdemann Gypsum Limited were represented by all gender, and no single opinion could be attributed to a particular gender. Majority Of the respondents were dominated by age group 24 years - 29 years who constituted 39% of the target population. 43% of those who responded to level of education question were college graduates. This indicates that they had sufficient knowledge of factors affecting marketing strategies of foreign owned companies in general. The respondents who held position in top level management were 9%, 30% held position in middle level management while respondents who were in any other positions were 61%.

The conclusions drawn from the analysis indicated that 66% of the respondents agreed that Erdemann Gypsum Limited use franchising mode of international marketing strategy to venture into business. This case study proved that joint venture is a viable strategy of marketing as 61% of the respondents agreed to it. The case of direct investment mode remained undecided to 39% of the sample respondents. Therefore, equity based strategy was a key factor to consider when doing a strategic marketing for foreign owned companies in Kenya. The research findings are in agreement with scholars such as Cateora and Graham (2008) they describe six strategies that are basic for entering a new market they include

wholly owned subsidiaries, partially owned subsidiaries, export or import, franchising and licensing, joint venture and consortia. Also study by Wilkinson and Nguyen (2003) assert that non-equity modes of market entry strategy don't involve ownership that includes exporting.

The highest percentage of the respondents that is 28% remained undecided on the relationship between financial performance and marketing performance. Financial ratio was found to be paramount in finding out the effect of marketing as 51% of the respondents agreed and strongly agreed on this. 69% of the respondents approved that liquidity was critical in assessing the marketing performance of foreign owned organizations in Kenya. As it is expected profitability is key in marketing performance as 58% of the respondents agreed as well as strongly agreed on the same. 60% of the people interviewed answered in favor that our sample organization uses exporting mode of international marketing to venture into business. Licensing mode was also supported by 60% of the respondents, making it important mode to consider for any new international company that's entering Kenyan Market. 59% of the respondents accepted that Erdemann Gypsum Ltd uses wholly owned subsidiaries mode of international marketing strategy to venture into business.

Forty eight percent of the respondents believed that the organization has international experience hence an improved marketing performance. 17% remained Undecided on the same matter while the rest 35% did not believe that Erdemann Gypsum Limited has international experience that can make her improve marketing performance. On the availability of resources, 49% of the respondents agreed that the organization has sufficient resources that result to improved marketing performance. Wholly owned subsidiaries mode of international marketing was found to be in use in my organization. This is supported by 56% of the respondents. The organization culture seemed not to support international business; this is indicated by 26% of the respondents who remained undecided as well as 42% of those who disagreed. The statistical analysis indicates that 42% of the respondents supports that Erdemann Gypsum limited has a clear understanding of rules that apply in the industry. 54% of the respondents agreed that the company has sufficient recognition on change inclinations and have quick response for changing plans. The research findings are in agreement with those of Deshpande (2012) and Dosoglu-Guner (2013) both studies had similar conclusion that agreed that there is a positive relations between organizational culture and market entering strategies, there is an indication that hierarchical culture emphasize on rules, uniformity and procedure and secondly the clan culture stresses on commitment,

loyalty and tradition of the organization, thirdly market culture is focused on competitive action.

5.2 Recommendations

Following the study conclusions, it is recommended that the multinationals firms to carry out research on the market entry strategies before venturing into international market. For the management of Erdemann Gypsum Ltd should use more appropriate entry strategies when venturing in new markets and the investors should wholly use local owned subsidiaries mode of international marketing strategy to venture into business in foreign countries.

Investors and management of Erdemann Gypsum Ltd should consider evaluating market entry factors, when choosing an entry strategy thoroughly so as to make sure they know the market very well. It is also recommended that the when management evaluates these factors it will give them an upper hand in choosing the best entry mode that is available.

The study also recommends that the Management of Erdemann Gypsum Ltd should consider evaluating superior mode of marketplace entry to ensure they know the market very well. It is also recommended that the when management evaluates these features it will give them an upper hand in choosing the best entry mode that is available.

The study recommends that further investigation should be done on the effect of market entry strategies in public and private organizations.

5.3 Conclusion

The conclusion of the findings are based and directed by the objectives of the study. It can be concluded that though manufacturing's multinational firm's uses more than on entry strategy to enter into foreign market. Erdemann Gypsum Limited uses franchising mode of international marketing strategy to venture into business. This case study proved that joint venture is a viable strategy of marketing; therefore, equity based strategy was a key factor to consider when doing a strategic marketing for foreign owned companies in Kenya. The statistical analysis indicates that Erdemann Gypsum limited has a clear understanding of rules that apply in the industry. Erdemann Gypsum Limited has international experience that can make her improve marketing performance and has a clear understanding of rules that apply in the industry. There are six strategies that are basic for entering a new market they include

subsidiaries that are fully or partially owned, export or import, franchising and licensing, joint venture and consortia.

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APPENDIX I: LETTER OF INTRODUCTION

To the respondent.

My names are LUO JIA, I study at Management University of Africa as part of requirement to graduate with a degree in Development Studies I am conducting a study title : ***FACTORS AFFECTING MARKETING STRATEGIES ON PERFORMANCE OF FOREIGN OWNED MANUFACTURING ORGANIZATIONS IN KENYA : A CASE STUDY OF ERDEMANN GYPSUM LIMITED***. For this reason I humbly request you to assist in filling the attached questionnaire to the best of your knowledge. The information that you will provide is strictly for academic and shall not be used for any other purpose and your names shall not appear in this study. Your input will go a long way to facilitate this research study.

Thank you in advance, I look forward to your assistance.

Yours Faithfully,

LUO JIA

BML/8/00220/2/2014

Management University of Africa

APPENDIX II : QUESTIONNAIRE

I humbly request you to assist by providing the following information regarding the topic **FACTORS AFFECTING MARKETING STRATEGIES ON PERFORMANCE OF FOREIGN OWNED MANUFACTURING FIRMS IN KENYA: A CASE STUDY OF ERDEMANN GYPSUM LIMITED**. The questionnaire will only require less than ten minutes of your time as such kindly spare time to fill in.

Instructions

Tick the appropriate response. (Tick one)

1. Gender { ☐ } Female { ☐ } Male

2. What is your age group a) 18 years - 23 years { ☐ } b) 24 years - 29 years { ☐ } (c) 30 years - 35 years

d) 36 years - 41 years { ☐ } e) above 42 years { ☐ }

3. What is your level of education? (Tick one)

Primary { ☐ } Secondary { ☐ } College { ☐ } Graduate { ☐ }

Post graduate () Doctorate { ☐ }

4. Your current position in the organization

Top Management { ☐ }

Middle-Level Management { ☐ }

Any others { ☐ }

5. Please indicate your department?.....

SECTION B: ISSUES OF THE STUDY

Equity based strategy

1. Please give view on the effect of equity based strategy on performance at Erdemann Gypsum Limited and use the scale provided for the best answer possible

	Effect of Equity based strategy	Strongly agree	Agree	Undecided	Disagreed	Strongly Disagreed
1	My organization used Franchising mode of international marketing strategy to venture into business					
2	My organization used Joint Venture mode of international marketing strategy to venture into business.					
3	My organization used direct Investment mode of international marketing strategy to venture into business					

Financial Performance

2. Please give view on the effect of financial performance at Erdemann Gypsum Limited and use the scale provided for the best answer possible

	Financial Performance	Strongly agree	Agree	Undecided	Disagreed	Strongly Disagreed
1	Financial performance affects marketing performance					
2	Financial Ratio affects marketing performance					
3	Liquidity affects marketing performance					
4	Profitability affects marketing performance					

Non-Equity based strategy

3. Please give view on the Effect of Non-Equity based strategy on performance at Erdemann Gypsum Limited and use the scale provided for the best answer possible

		Strongly agree	Agree	Undecided	Disagreed	Strongly Disagreed
1.	My organization uses exporting mode of international marketing strategy to venture into business					
2	My organization uses licensing mode of international marketing strategy to venture into business					
3	My organization uses wholly owned subsidiaries mode of international marketing strategy to venture into business					

Organizational Characteristics

4. Please give view on the Effect of Organizational Characteristics on performance at Erdemann Gypsum Limited and use the scale provided for the best answer possible

		Strongly agree	Agree	Undecided	Disagreed	Strongly Disagreed
1.	My organization has international experience hence improved marketing performance.					
2	My organization has resources available hence improved marketing performance					
3	My organization uses wholly owned subsidiaries mode of international marketing strategy to venture into business					
4	My organizational culture supports international business					

5	My organization has a proper understanding of the rules that our firm operates in					
6	Organization in study case has sufficient recognition on change trends and establishment plans for quick response					

Thanks for your participation.